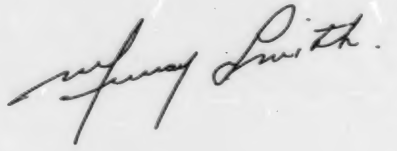
Labour

Business Plan 1998-99 to 2000-01

Accountability Statement

This Business Plan for the three years commencing April 1, 1998 was prepared under my direction in accordance with the Government Accountability Act and the government's accounting policies. All of the government's policy decisions as at January 20, 1998 with material economic or fiscal implications of which I am aware have been considered in preparing the Business Plan.

The Ministry's priorities outlined in the Business Plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this Business Plan.



Murray Smith
Minister of Labour
January 27, 1998

Vision

Alberta's prosperity requires an effective labour relations framework; safe and healthy workplaces; and high standards in employment practices and safety services.

Mission

Alberta Labour works in partnership with Albertans to promote safe and healthy workplaces, a quality working life and comprehensive safety systems. The Ministry is committed to providing effective services through innovation, leadership and accountability.

The department's mission also contributes to Alberta's economic growth through its support of a productive workforce. The department of Labour supports open and accountable government and the protection of privacy for Albertans through the *Freedom of Information and Protection of Privacy Act.*

Core Businesses

The Ministry's six core businesses reflect Alberta Labour's organization and activities:

- Promote the development of effective work site health and safety management systems
- Support fair and effective resolution of labour disputes and workplace issues
- Promote quality Safety Services throughout the province
- Promote fair and effective Employment Standards protection for employers and employees
- Safeguard private pension plans through legislative and administrative processes
- Maintain a legislative framework that balances access to information with protection of privacy for Albertans.

Goals and Key Strategies

Alberta Labour's goals promote economic development and well being through a fair and safe work environment. The department's legislative and policy framework is based upon strategies which focus on partnerships and accountable services and systems.

Goal - *Alberta workplaces will have quality health and safety management systems*

Key Strategies

- Maintain a strong client focus for 'Partnerships in Health and Safety' through continued consultation, internal quality assurance and strategic planning.
- Refine the department's strategic compliance programs and continue to enforce non-voluntary regulatory standards.
- Work with industry groups and associations in the development of codes of practice, recommended practices, safe operating procedures and standards, identification and management of hazards, and safety information.
- Review legislation and regulations to ensure a continued focus on objectives, clarity, simplification of procedures, and standards of practice. Reviews by task force groups will involve industry, labour

and government. Develop interpretive guidelines to facilitate the understanding of legislative and regulatory requirements.

Goal - *Employees and employers will share a fair and impartial framework for the resolution of disputes and the management of workplace issues*

Key Strategies - Departmental

- Provide excellence in analysis for policy development.
- Monitor labour issues and develop revisions to Alberta's labour relations framework where necessary.
- Promote workplace innovations and best practices.
- Promote alternative dispute resolution approaches that enable labour and management to resolve issues without the need for third party intervention (relationship-building, interest-based bargaining and labour-management "strategic alliances").
- Provide impartial third party mediation assistance to prevent and resolve labour disputes.

Key Strategies - Labour Relations Board

- The Labour Relations Board will provide fair, impartial and efficient resolution of applications, complaints and other matters in dispute under the *Labour Relations Code* and the *Public Service Employee Relations Act*.

Goal - *Alberta's Safety Services system will be effective, accessible and accountable*

Key Strategies

- Ensure the roles and responsibilities of partners are clearly defined.
- Evaluate methods and measures regarding the effectiveness and accountability of the Safety Services system.
- Develop and implement a uniform quality management plan to ensure safety standards are consistently applied throughout the province.
- Improve Safety Services by shifting Alberta Labour's focus to contract and quality management.
- Work with partners in the development and adoption of national and international standards.

Goal - *Alberta's Employment Standards service will be fair, consistently delivered and customer focussed*

Key Strategies

- Inform industry groups, employees and employers about Employment Standards rights and responsibilities.
- Establish a stakeholder advisory group to advise Alberta Labour on Employment Standards issues and policies.
- Regularly review all policies, regulations and processes to ensure they are fair and meet the needs of the changing workplace.

- Develop and enforce a compliance policy to deal with employers who continually violate the *Employment Standards Code*.
- Identify industries that are consistently out of compliance with the *Employment Standards Code* and develop guidelines and policies to assist them in implementing fair employment practices.
- Improve processes for resolving complaints involving counselling, mediation and adjudication services.

Goal - *Ensuring the equity and security of pension benefits earned by Albertans*

Key Strategies

- Conduct a major legislative and regulatory review to identify changes required to meet the current and anticipated needs of pension stakeholders and government.
- As part of the government's *People and Prosperity* initiative, Alberta Labour will work with other departments to assess opportunities for Albertans to save for retirement and to access benefit plans.
- In partnership with other pension regulators, pursue harmonization initiatives to develop a risk assessment system and on-site audit systems for compliance purposes.
- Identify changes needed in pension policy and regulation; also identify opportunities for greater provincial uniformity of pension standards.

Goal - *Albertans will be served by an open and accountable government and be assured of the protection of their privacy*

Key Strategies

- Complete the extension of *Freedom of Information and Protection of Privacy* (FOIP) legislation to local public bodies.
- Refine policy and best practices publications to meet plain language requirements. Update publications to reflect decisions of the Information and Privacy Commissioner.
- Provide support and follow up for the Legislative Assembly Special Committee's three-year review of the FOIP Act.
- Complete a new edition of the Alberta Directory and directory for local public bodies.

Key Performance Measures

Government

The goals, core businesses and key strategies of Alberta Labour's business plan are designed to support the government's emphasis on economic development and prosperity. Investment in the province is, to some extent, determined by cooperative labour relations, fairness, and workplace health and safety. The "Workplace Climate" core performance measure, as published in the government's annual report, includes person-days lost to workplace injury and disease, and person-days lost to work stoppages.

Workplace Climate Performance Measures

Key Performance Measure	Target	Results
Person-days lost to workplace injury and disease This measure provides an indication of safety in the workplace		
a) Person-days lost in Alberta (person-days lost per 10,000 person-days worked).	Minimize the amount of time lost owing to workplace injuries.	Number of workplace days lost to injury or illness per 10,000 person-days worked: 1996: 28.95 1995: 29.37 (r) 1994: 31.38 (r)
b) Estimated person-days lost: national comparison (estimated person-days lost per 10,000 days worked), ranked by province.	Alberta will have the lowest number of person-days lost to workplace injury and disease, compared to the other provinces.	Alberta's Provincial Ranking 1996 (p): 10th (lowest) 1995: 10th (lowest) 1994: 10th (lowest) (p) - preliminary. (r) - revised.
Person-days lost to work stoppages This measure provides an indication of labour stability in the unionized workplace (person-days lost per 10,000 days worked).	Alberta will have the lowest number of person-days lost owing to work stoppages, compared to the other provinces.	Number of person-days lost owing to work stoppages per 10,000 person-days worked. Alberta's Provincial Ranking 1996 (p): 0.33 (2nd lowest) 1995: 0.72 (lowest) 1994: 0.95 (2nd lowest) (p) - preliminary.

Ministry

The Ministry's key performance measures will help chart our progress towards achieving the goals outlined in this business plan. Each of Labour's core programs will develop operating plans. These operating plans will specifically address the service delivery and performance measures of those core programs. The operating plans will also assist stakeholders in reviewing specific services and will facilitate internal management requirements.

Performance targets have been identified for the key performance measures. The Ministry, with its stakeholders, will continue to examine these measures and targets to identify changes or alternative strategies that should be considered.

Goal - *Alberta workplaces will have quality health and safety management systems*

Key Performance Measure	Target	Results
a) **Lost Time Claim Rate** This component of the measure represents the probability or risk of disabling injury or disease to a worker during a period of one year's work.	An annual reduction in the lost lost time claims.	Lost Time Claim Rate: 1996: 3.4 1995: 3.4 1994: 3.5
b) **National Time Loss Injury Frequency, per 100 Workers** This component of the measure compares Alberta's risks with those in the other provinces.	Alberta will have the lowest time loss injury frequency per 100 workers compared to other provinces.	Time Loss Injuries per 100 Workers: Alberta's Provincial Rating 1996: not available until 1998 1995 (p): 9th (2nd lowest) 1994: 9th (2nd lowest) (p) - preliminary.

Goal - *Employees and employers will share a fair and impartial framework for the resolution of disputes and the management of workplace issues*

Key Performance Measure	Target	Results
The percentage of collective bargaining negotiations which avoid a work stoppage (strike or lockout). This measure provides an indication of labour stability in unionized workplaces.	100% of collective bargaining negotiations which avoid work stoppages.	Percentage of collective bargaining negotiations which avoid a work stoppage. 1996: 99.2% 1995: 99.0% 1994: 99.6%

Goal - *Alberta's Safety Services system will be effective, accessible and accountable*

Key Performance Measure	Target	Results
The percentage of organizations administering the *Safety Codes Act* that achieve a satisfactory performance rating, as defined by the monitoring program. This measure provides an indication of the accountability and effectiveness of the safety services system. **Note:** The criteria defining satisfactory performance ratings are under development.	100% of organizations administering the *Safety Codes Act* will achieve a satisfactory performance rating.	Percentage of organizations administering the *Safety Codes Act* that achieved a satisfactory rating. Historical data is not available. Data will be available in 1998.

Goal - *Alberta's Employment Standards service will be fair, consistently delivered and customer focussed*

Key Performance Measure	Target	Results
The number of complaints registered with Employment Standards for investigation, as a percentage of Alberta's workforce. This measure provides an indication of the success of efforts to maintain good working relations between non-unionized workers and employers.	Reduce the number of complaints registered for investigation as a percentage of Alberta's eligible workforce*. * Further refinement of the definition of "eligible work force" is continuing.	Number of complaints registered with Employment Standards for investigation: 1996-97: 5,284 1995-96: 5,571 1994-95: 5,284 Number of complaints as a percentage of Alberta's eligible workforce: 1996-97: 0.45% 1995-96: 0.49% 1994-95: 0.48%

Goal - *Ensuring the equity and security of pension benefits earned by Albertans*

Key Performance Measure	Target	Results	
Number of private sector pension plans, registered in Alberta, with fully funded benefits upon termination. This measure provides an indication of the success of the *Employment Pension Plan Act.*	All private sector plans registered in Alberta will have benefits fully funded upon termination.	Plans Terminated 1997 - 79 1996 - 121 1995 - 119	Deficits on Termination 0 0 0

Goal - *Albertans will be served by an open and accountable government and be assured of the protection of their privacy*

Key Performance Measure	Target	Results
The performance measures for this goal will be developed in 1998-99.		

Ministry Consolidated Income Statement

(thousands of dollars)

Labour

	Comparable 1996-97 Actual	Comparable 1997-98 Budget	Comparable 1997-98 Forecast	1998-99 Estimates	1999-2000 Target	2000-01 Target
REVENUE						
Premiums, Fees and Licences	1,861	1,946	1,693	1,165	1,016	1,016
Other Revenue	6,539	7,152	6,054	6,030	6,030	6,030
Consolidated Revenue	8,400	9,098	7,747	7,195	7,046	7,046
EXPENSE						
Program						
Ministry Support Services	5,304	5,328	5,227	5,175	5,247	5,320
Workplace Health, Safety and Strategic Services	8,209	9,776	8,960	9,310	9,496	9,620
Technical and Safety Services	12,368	13,527	10,944	11,140	11,237	11,402
Labour Relations Adjudication and Regulation	1,906	1,616	1,616	1,740	1,783	1,786
Freedom of Information and Protection of Privacy	705	920	920	935	946	961
Valuation Adjustments and Other Provisions	(287)	10	10	10	10	10
Total Voted and Statutory Expense	28,205	31,177	27,677	28,310	28,699	29,099
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(19,805)	(22,079)	(19,930)	(21,115)	(21,653)	(22,053)